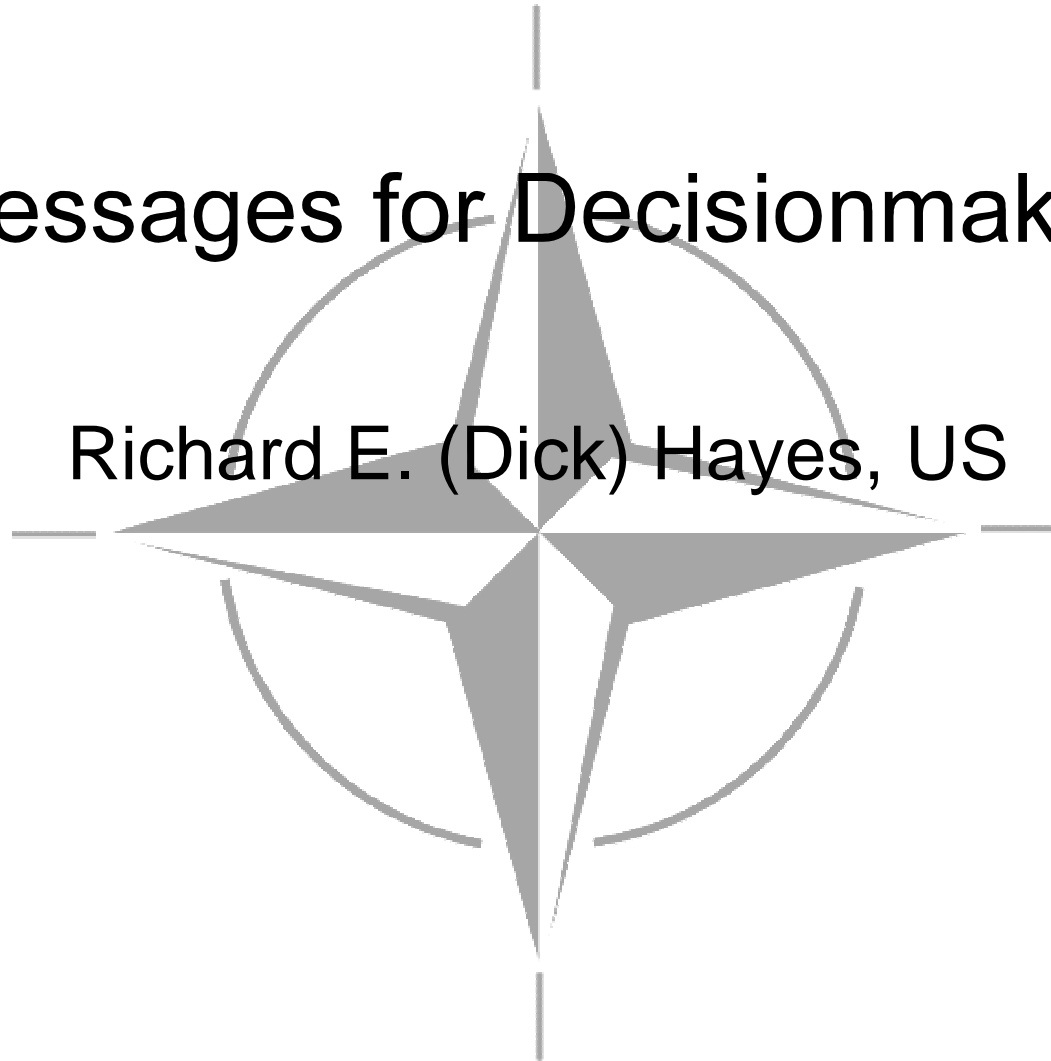




NATO Code of Best Practice (COBP) for C2 Assessment

Messages for Decisionmakers

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Why is the COBP Important to Decisionmakers?

- The Code can provide insight into the assessment process.
- The Code represents a standard against which assessments can be compared.
- The Code helps focus interaction with the technical community.
 - Right questions
 - Right resources
 - Right timing



Senior Analysts and Leaders Recognize these Principles

- Interaction between Experts and the Customer [V. Roske, Phalanx 1998]
 - “What is the question?” and then “What is the REAL question?”
 - “Know your Customer”
 - Decisionmaker
 - Sponsor
 - Bill payer
 - Stakeholder
 - Collaboration
 - Design and execution of assessments/campaigns
 - Development and selection of models



Who are Decisionmakers?

Decisionmaking is Often Collaborative

People have Different Responsibilities:

- Decisionmaker
 - Identify the problem and the REAL problem
 - Inform the assessment team of changes in the problem
 - Engage with analysts in the cyclic process of model creation and adaptation
- Sponsor
 - Terms of reference
 - Access
 - Product / Goal definition
- Bill Payer
 - Assemble resources
 - Provide timely support
- Stakeholder
 - Provide perspective and feedback
- Perspectives depend on:
 - Responsibility / Authority
 - Decision timeline



General Questions Implied by the Code

Problem Formulation and Solution Strategies:

- What are our goals? (What are we trying to fix or change?)
- What do we already know about the problem?
- What resources do we need to do this assessment?
- How will we know we're doing better? (metrics)

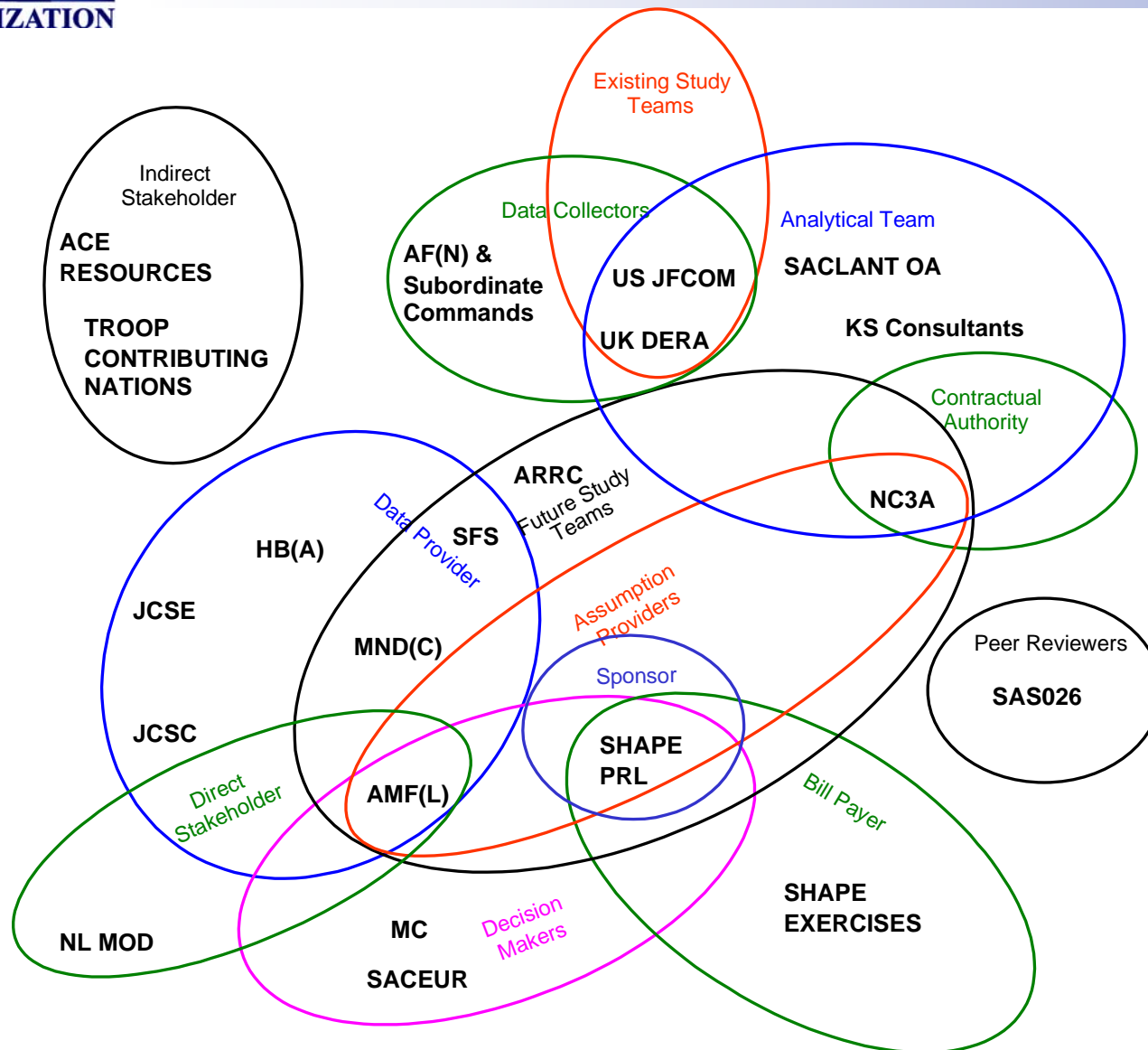
Conduct of the Study:

- What role should the Decisionmaker play?
- What are the unanticipated challenges?

Study Products:

- What did we learn?
- What was surprising (and why)?
- What does this imply for (acquisition, policy, future assessments)?
- Explicit answers to the REAL question
 - Supporting evidence
 - Clear presentation

Participant Roles and Relationships



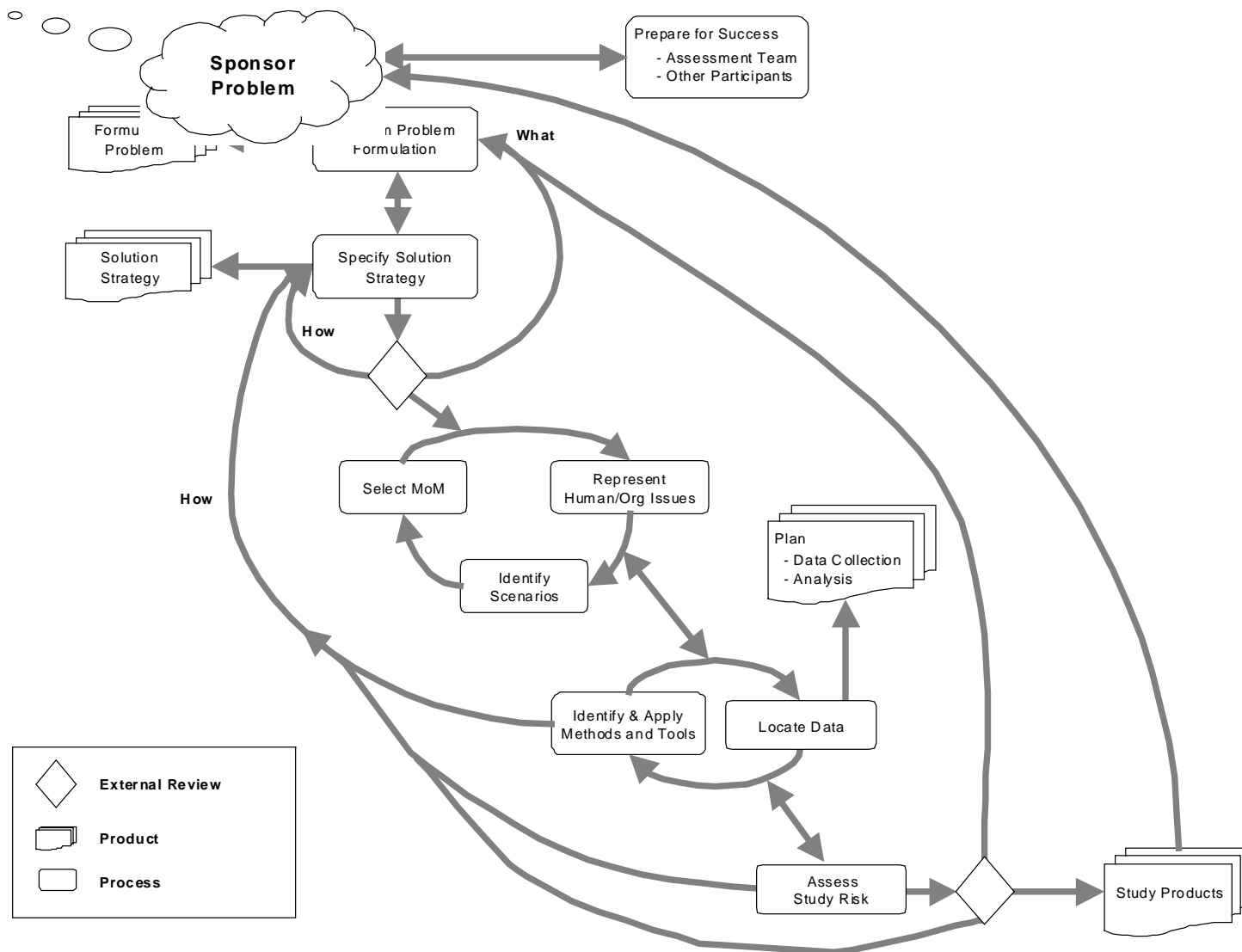


Keys for Successful Assessment

Decisionmaker Involvement is Essential

- Decisionmaker involvement needs to:
 - Be Continuous
 - Focus on Milestones
 - Problem Formulation / Solution Strategies
 - MoM, Scenarios, Human and Organizational Issues
 - Assess Execution
 - Products
 - Ensure Peer Review
 - Continuous
 - On Milestones

C2 Assessment Process



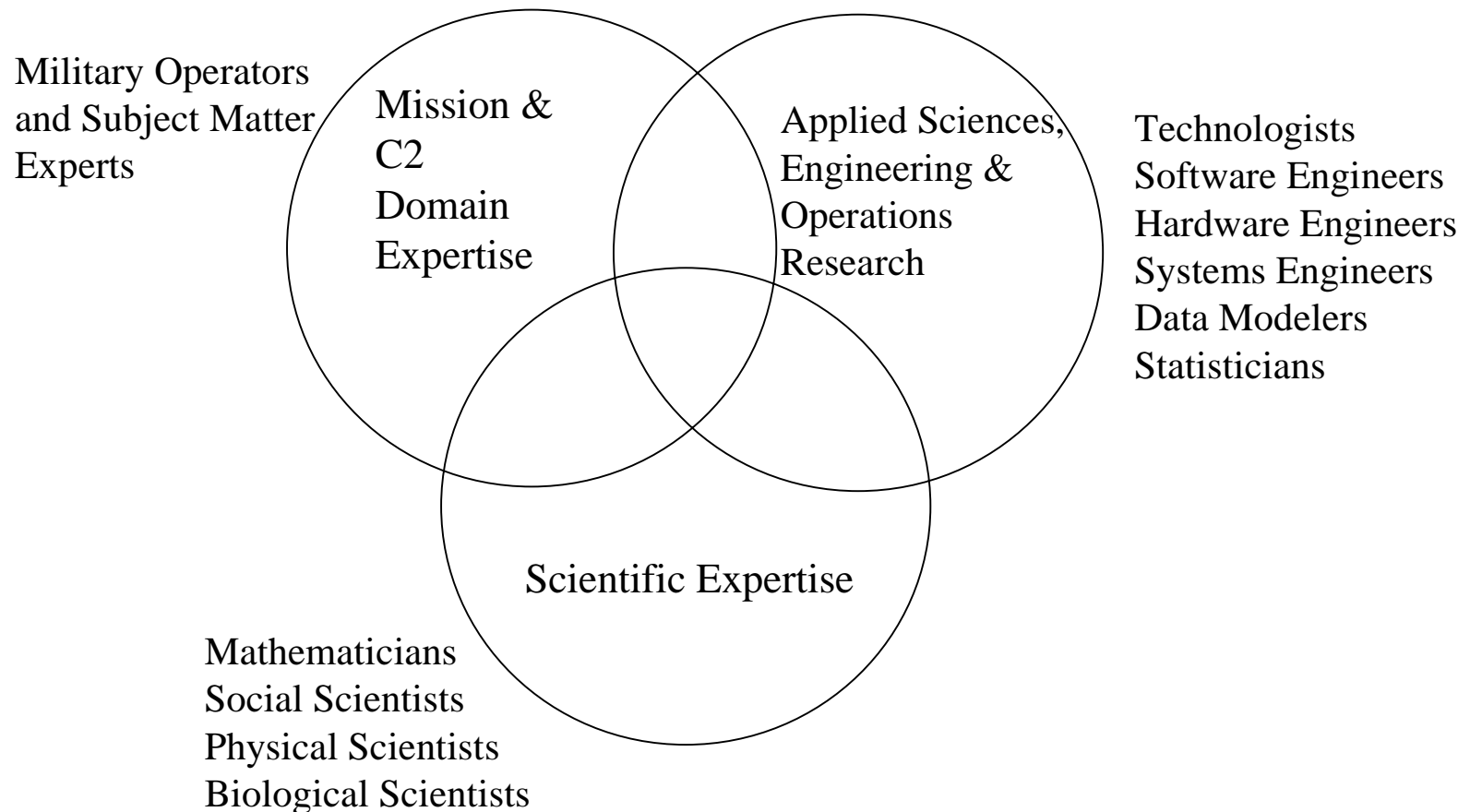


Assessment Team's Responsibilities

It is the Assessment Team's responsibility to:

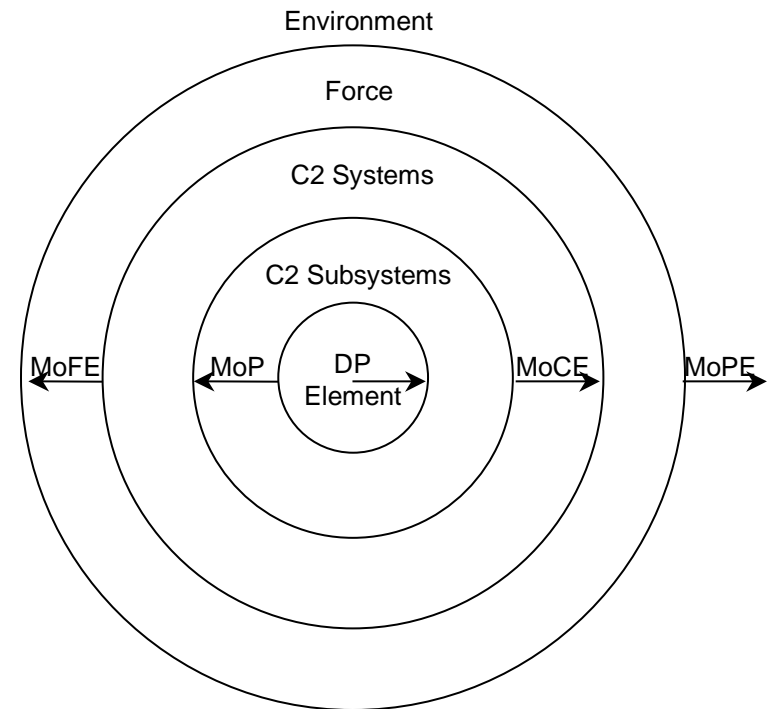
- Ensure science comes before engineering
- Drill down to the 'REAL Question'
- Support the Decisionmaker's need for understanding
- Identify peer reviewers

Assessment Teams are Multidisciplinary



Metrics

- Metrics are the link between goals and the assessment
- Decisionmakers should be involved in developing metrics
- The model should fit the goals and metrics, not the reverse



MoPE - focuses on policy and societal outcomes

MoFE - focuses on how a force performs its mission

MoCE - focuses on the impact of C2 systems within the operational context

MoP - focuses on internal system structure, characteristics and behavior

DP - focuses on the properties or characteristics inherent in the physical C2 systems

C2 Assessment

Message to Decisionmakers:

- Analysis is Not Advocacy
- The Decisionmaker must create a culture where this attitude is possible
- “What is the REAL Question?”
- Stay involved
- Ensure peer review
- Ask follow-up questions
 - “What is the assessment telling us?”
 - “What is the assessment *not* telling us?”

Messages for Decisionmakers

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